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Workforce Planning Overview
Getting Started on Your Workforce Plan (Julie Lee)

We've all heard the statistics associated with the upcoming wave of "Baby Boomer" retirements known as the Silver Tsunami. Our State could lose up to 80,000 people over the next five years, or 35% of our current workforce. And it's even more grim for our managers and supervisors, with about 50% eligible to retire in the next five years. If you're just beginning your workforce planning efforts, or haven't yet begun, these statistics are the reason why it's imperative to take those first steps to ensure your department is prepared for the human resource crisis.

The Workforce Planning Overview session is designed with the beginner in mind and will provide a general overview of workforce planning. This workshop will help you:

✓ Recognize the difference between workforce planning and succession planning
✓ Learn why strategic planning is important
✓ Identify the steps in the workforce planning process
✓ Get tips for obtaining management buy-in
✓ Understand the Multi-Generational Workforce
✓ Walk away with the resources to start workforce planning

Knowledge Transfer Strategies
Is your agency being drained of its critical knowledge? (Dave Rechs and Mike Strazzo)

Director of the Department of Technology Services, P.K Agarwal, describes the majority of state workers as "knowledge workers." What happens if your best, most seasoned employee retires tomorrow? Knowledge loss is a critical issue facing our departments and agencies today as significant numbers of people in key positions and upper management leave for retirement. How does your organization take steps to mitigate this knowledge drain?

Come to our workshop and listen to the experts from CPS and Riverside County discuss knowledge transfer strategies that can help you prepare for this impending problem. Learn how to:

✓ Document procedures and processes
✓ Develop a communication plan that encourages the sharing of experiences and information in all facets of your organization
✓ Target new and existing staff for professional development
✓ Encourage coaching and mentoring programs within your organization

Best Practices
Come listen to workforce planning experts from local government agencies! (Jodi Traversaro)

We've enlisted a panel of experts from the San Francisco City and County and Santa Barbara County to discuss their experiences with workforce and succession planning. They'll discuss what worked, what didn't, and what problems are unique to government as compared to the private sector. Hear about how Santa Barbara County switched to a competency, performance-based environment, targeting their HR efforts for effect.   Learn how San Francisco City and County implemented across the board civil service reform with workforce planning, streamlined hiring, flexible HR systems, and enhanced performance management.

This panel will be facilitated by an experienced trainer and the audience will be given an opportunity to ask the panel questions.

Competency Overview
What's the buzz about? (Josie Fernandez and Michelle Ezray)

A recent global study found that in the U.S. the hidden cost of selecting the wrong people when filling open positions costs $105 billion dollars each year. "Identifying a competent candidate requires examining their knowledge, skills, self-concepts, traits and motives that are critical for success in the target job," says Kris Jarzebowski, MD of CareerJunction, an Online Placement service. "Unfortunately, as most organizations discover, merely having skill and knowledge does not guarantee success. It is the deeper and less visible competencies that are often critical to success," adds Jarzebowski.

This example illustrates why the HR Modernization Project, sponsored by DPA, SPB and DOF, is focusing on efforts to streamline the State's human resources classification, recruitment, selection, development and workforce planning systems based on competency models. Come to this 90-minute session and learn more about:

- ✓ Competencies
- ✓ Competency models
- ✓ How a competency model is developed (including examples and hands-on exercises)
- ✓ How competency models can be applied

Competency Based Selection
Hiring the Best and Brightest! (Michael Davis)

Well over half of the Fortune 500 and other major organizations in the United States, in Europe, and internationally are now using competency-based systems to help select and manage human resources. Put simply, competencies are the key characteristics that the most successful performers have that help them be so successful. Organizations benefit from working with competencies because it gives them a better, more sophisticated method of selecting and managing employees and measuring and continuously improving their quality. At the heart of a competency-based hiring process is the behavioral interview.

How does one begin? To answer this question, the session will clearly define what comprises a competency-based selection system and provide a number of illustrative examples of how organizations have incorporated such a system into their HR process.

Is competency-based selection just the latest "flavor of the month"? Absolutely not! The session will describe the truly impressive history associated with competency-based selection, beginning as far back as Plato and with special reference to 1934 in particular. Additional examples will demonstrate its considerable historical effectiveness.

What's the difference between "behavioral" and "technical" competencies with respect to selection and what's the impact of the difference? "Technical" refers to the work that gets done whereas "behavioral" refers to *how* the work is done. That difference can make all the difference!

Can the session provide some "CLUES" for retention? Absolutely! By simply remembering the word "CLUES" and the factors associated with each of the five letters, session participants will be guaranteed a sound communication and retention process of how to select the best and brightest.

What's the recent track record of competency-based selection? The session will provide considerable anecdotal information to address that question.

Is this all "in the Stars"? Actually, yes. The session will describe how to differentiate "star" performers from everyone else and then hire those stars.

How do the "odds" and "reality factor" fit into all of this? The session will describe how competency-based selection will significantly improve the odds of selecting the best and brightest by focusing on applicants' past performance rather than what they would do in response to a hypothetical situation.

Can selection truly become more than a "gut feeling"? It can by using competency-based selection. Come to the session and see for yourself!

Data Collection *(Juana Lopez-Rodriguez and Marie Trahey)*

The data collection workshop will provide you with an overview of the various reports and resources that may be useful when conducting your Workforce Analysis. Topics will include: identifying and collecting data used to conduct a successful workforce analysis, sources for obtaining data, and how to analyze the data.

- By the end of the workshop, you will have a general understanding of:

  ✓ How to identify and collect workforce data
  ✓ How to interpret and apply workforce data
  ✓ Available reports and resources that provide data required for workforce analysis and planning

- You will also be able to:

  ✓ Identify data required for conducting workforce analysis
  ✓ Identify and analyze data resources
  ✓ Identify pros and cons of various data resources
  ✓ Identify the most useful data resources
  ✓ Use a data collection table for organizing and analyzing data resources

Workforce Analysis *(Christina Lopez and Erika Sanchez)*

The Workforce Analysis workshop will provide you with an overview of the importance of workforce analysis with an emphasis on gap analysis. Topics will include: developing current and future workforce profiles, identifying workforce gaps, and developing strategies to create a workforce analysis plan.

- By the end of the workshop, you will have a general understanding of:

  ✓ The importance of developing a Workforce Analysis Plan
  ✓ How to conduct a workforce analysis
  ✓ Gap analysis
  ✓ Available tools and resources used to conduct workforce analysis

- You will also be able to:

  ✓ Create a Workforce Analysis Plan
  ✓ Identify the steps in the workforce analysis process
  ✓ Implement your Workforce Analysis Plan